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ABSTRACT

Like the three previous editions, this book is organized into three parts: "Organizational Realities and Societal Impingements," "Leadership and Management Tasks and Functions," and "Leadership Processes." However, the book's composition and substance reflect the new demands on principals. Part 1 has four chapters exploring the internal and external roles and demands of the elementary principal. The first chapter discusses leadership complexity in an era of greater decentralization and site-based management. Chapter 2 examines culture building, chapter 3 reviews legal principles, and chapter 4 treats the effects of changing community dynamics on elementary school administration. Part 2, composed of 15 chapters, contains descriptions and guidelines to implement the principal's leadership and management functions. Topics include goal setting and implementation, strategies for engaging staff and students in problem solving, establishment of positive learning climates, curricular and instructional issues, personnel issues, "nuts-and-bolts" operations (fiscal planning, budgeting, accounting, and facilities management), and public relations functions. Part 3, comprised of one chapter, tackles executive decision-making at the school site. This chapter presents three theoretical models, describes practical applications, outlines strategies to involve stakeholders in decision-making, and presents the Vroom-Jago leadership model. Chapter references and an index are included. (MLH)

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